

STRATEGIC PROPOSAL FOR TREATMENT OF EXTERNAL FINISHES AT ALEXANDRA ROAD AND AINSWORTH ESTATE

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04.05.04

1.0 Introduction

- 1.1 This report considers the appearance of the Alexandra Road Development and makes suggestions for work to improve its present condition and to maintain its good appearance consistent with original intentions and its inherent qualities.
- 1.2 Alexandra Road was a development by the London Borough of Camden, designed and managed in the Council's own Architects Department led by the Director of Architecture, Sidney Cook ARIBA, succeeded in 1975 by Alfred Rigby ARIBA.
- 1.3 It should be said that this is a personal report representing my responses as the original design architect, Group Leader working within the Architects Department, and as such, the ideas are influenced by my background knowledge, my personal priorities, and my identification both with the design intentions and fate of the scheme. It is prepared without estimates of costs or knowledge of likely resources; without any considered programme of times and dates, availability of allowances, grants etc. While optimistic, I hope it is prepared with a reasonable sense of reality, of economy and of feasibility.

2.0 Object of Report

- 2.1 The object of the report is to make proposals and suggestions, and to help those who are directly concerned with the life, management, maintenance and finance of the building, and the interrelated groups and Authorities, residents etc. who have a locus and an interest in its future, to help clarify goals and formulate a plan. It is understood that action will be taken at different levels from the immediate care given by dedicated on-site people and of maintenance and repairs by outside contractors, to contracts requiring capital funding.
- 2.2 This report is concerned mainly with the housing and related public areas, and within these areas surfaces and elements which are conspicuous and affect the quality of the environment. There are other areas and parts which will need their own detailed consideration, and it is hoped, they too will be done as originally intended and consistent with the unity of the scheme.
- 2.3 This report should be read in conjunction with the various studies that are currently in hand regarding concrete repairs and anti-graffiti coatings. The conclusions of the English Heritage grant aided trials will in part inform this report.
- 2.4 A difficulty with a review of this kind is knowing what to include, where to stop, and more detailed versus generalised comment. If the suggestions are useful, they will have to be followed by detailed application. With a building of this size, there are bound to be a multitude of small elements that are left out.

3.0 Background

- 3.1 Alexandra Road was designed in 1968-9, detailed in 1972, under construction to a phased handover completion in 1978. At the time it was the largest and most complex development yet undertaken by the new revised London Borough Authorities, bringing together high density housing and a group of social facilities including a public park on a single site. It was innovative in that it was the first large high density complex development of medium/low rise, based on the 'street' concept, and integrating the housing and all the other facilities in a continuous urban form making an integrated environment including existing adjoining buildings. It was also innovative technically, and in the planning of the dwellings and other spaces. From inception it was controversial.
- 3.2 On completion during 1977-78 the materials were fresh and clear, the concrete and rendering complimentary whites, the painted colours matched and bright, and it looked wonderful. It was dubbed 'Casa della Alexandria' by residents. Since then it has deteriorated badly and an appropriate plan of action is needed to restore its appearance - for the residents and the people who work there, for their neighbours and those who pass through and by it on its public routes, for the quality of its own environment and that of the area it affects, and for its contribution and status as a development of architectural and cultural quality of international significance, as recognised by its Grade II* listing, designated in 1993 during the Estate Action Works.



Estate on completion, 1977 - 1978

- 3.3 The building can never quite look again as new. This report considers both normal weathering, wear and tear and the negative effects of neglect, disfigurement by graffiti, damage by inappropriate remedial work and the effect of non conforming and unauthorised external decoration by residents, even when their good intentions have been to improve their own immediate environment.



Current condition

4.0 Materials and Appearance

Primary Elements - In situ and pre cast concrete.

- 4.1 The original appearance of Alexandra Road was set by the extensive use of a limited number of materials and colours. It is well known (both famously and infamously) as a raw concrete building, a prime example from the design period of the late 1960s, however, unlike the National Theatre, this building was constructed in 'white' concrete using white cement and a special white aggregate, cast in sawn-board timber shuttering designed and outlined in sections limited by concrete pouring, to produce the appearance of an assembly of interrelated pieces. The integrity of these architectural elements is of absolute importance to the appearance and quality of the scheme.

There are also a number of repetitive pre-cast concrete elements which were designed to fit into the building in the same way:

1. Pre-cast concrete planters at the front of all dwelling terraces
2. Pre-cast concrete slab edges to projecting floors between dwellings.

There is also a range of pre-cast secondary elements which will be considered separately.

Primary Elements - Rendered Walls

- 4.2 It is as much a rendered as a concrete building with large areas of flat untextured surfaces also unadorned. Their development and the contrast between the two (the rough, heavy and in places, massive concrete elements, against the smooth render) providing the main and essential differences determining the appearance of the building, and articulating the main architectural ordering of the project.

Secondary Elements - Timber, Windows, Screens etc.

- 4.3 The materials and finishes of secondary elements are similarly limited. With few exceptions (mainly in service areas including the lift enclosures), all windows, doors, screens, domestic terrace balustrades and stairs (B block) were made in

high quality softwood stained the same black/brown throughout.

- 4.4 A range of special metal balustrades, handrails, screens, some windows and metal doors etc. were designed, and painted also to a limited range of colours (two blues, two reds, one dark brown and a pale green grey for garage doors).
- 4.5 Pavings are similarly limited. The most conspicuous is the red paved walkway - Rowley Way. Elsewhere there is a range of white pre-cast concrete elements extending from standard paving to a large range of special pre-cast pieces - staircase treads etc. which were made to match. In a few places there is a limited use of granite sets.

5.0 Expectations - Care and Maintenance

- 5.1 Prior to completion, a variety of proposals and ideas for the care and maintenance of the main exposed materials were considered but as far as I know, no co-ordinated programme was designed or committed. Conditions in 1978 were very different from those at inception in 1969-1970, and nationally public housing maintenance programmes suffered. I left the Council in 1978 and do not know subsequent planning. However, it seems that neglect was general and unavoidable on a national scale and Alexandra Road also suffered the consequences.

5.2 Concrete

At inception no one knew how the concrete would weather. The specification was based on experience with white concrete elsewhere that had remained slightly for many years. Concrete appearance is notoriously unpredictable, and Alexandra Road would be affected by its micro-climate, the adjacent railway, the chimneys and the specific form and weathering of the surfaces, their profiles, coffers etc. However, while accepting that it would be a major task, it was anticipated that it would require cleaning (and be cleaned) about every 10-15 years using pressure water spray cleaning, probably by a rolling programme by the Council's own Building Department. I recall such discussions and that special equipment for access would probably be needed, particularly for the North wall. I think consideration got no further than that.

5.3 Rendering

The rendered sections were carefully designed in sections with movement joints associated with vulnerable places (corners of windows etc.) to minimise cracking. The render itself was specified to look good for an initial period, left undecorated for long term curing. It was intended that it would be painted (as Fleet Road, Duboyne Street) after 7/8 years in the same way as late 18th and 19th Century buildings in Bloomsbury, Kensington etc., and thereafter at appropriate intervals.

5.4 Timber - Windows, Screen, Balustrades, Stairs etc.

All these elements were pressure treated and a first coat of the specified black/brown penetrating stain (Cupronol) was applied by the window manufacturers prior to delivery to site. They were then treated again by the Contractor prior to installation and again after installation. They survived well. It was expected that they would be stained after three years, again after seven, when it was considered they would be stable. Thereafter, we were advised that the timber could be left for

a decoration programme determined mainly by appearance.

5.5 All metal handrails, staircase screens, balustrades, metal doors etc. and their fixings were specially designed and painted. For repetitive elements, only five colours were used:

1. stair balustrades and screens, handrails in public areas - light & dark blue
2. terrace front rails - dark red
3. metal doors to service areas - black/brown
4. garage doors - green/grey

A few other special elements were painted:

1. steel windows for service rooms - red
2. protection screens to north lift enclosures - red
3. steel support loops and bracing to the chimney group - dark brown.

As all the metal work was galvanized or non corrosive (aluminium sill drips to windows), maintenance would be largely decoration for appearance.

6.0 Description of present conditions

6.1 General

As referred to in paragraph 3.2 above, all the primary surfaces (concrete and rendering) and decorated and main secondary elements have deteriorated so that the building not only looks shabby but the important relationships between the elements which articulate the architecture have been lost. The description of each part must be seen in relationship to the whole.



Bottom panel of render painted in with adjacent concrete – Architectural clarity lost.

6.2 Concrete

Some thirty years after the construction, the white concrete is now very much 'as it is' - the outcome of unavoidable neglect; long term weathering (rain and mould growth, staining and streaking); the individual action of some residents who have taken the law and their immediate environment into their own hands; programmes of repairs and additions by the Council involving surface damage, well intentioned but defacing, and now after further weathering looking over extensive, inappropriate and ill advised. The surface is now spotted with the scars of many 'repairs', so extensive that a study of repairs to repairs is underway.

In certain places there is irregular severe streaking and staining, including:-
A Block on outside face of stair wells below the junction with level 6
planters
B Block on face of concrete planters between entrance landings level 6
A, B, C Blocks on soffits of pre-cast planters and across the pre-cast slab edges
below.

In addition, mainly in public areas and within reach there is localised and very conspicuous graffiti - to catastrophic effect.

However, despite the localized bad effect of the above and seen in a 'coup d'oeil', in general the concrete walls are a mottled if somewhat uneven grey and the effect is remarkably uniform. The main distraction is caused by the sudden glaring contrast given by the patches of bright white where people have painted for themselves.

The concrete of A blocks (south) and B blocks (north) was cleaned by water spray probably in 1996/7. It seems that block A5 only was also treated with a silicone finish. In consequence, it still looks much better than blocks A1 to A4 and stands as an example of what a regular cleaning programme could affect, if unlikely to be feasible under present conditions.

6.3 Rendering

The rendered surfaces have similarly deteriorated. They should have been painted some twenty years ago and periodically maintained.

The long faces and ends of B & C blocks were extensively repaired in 1996/7, and are now uneven both in surface and colour, and are very blotchy. The important distinction between their smooth rendered surfaces and the rough textured concrete is virtually lost. However, the original lines which divide the wall into movement areas and are part of the visual design have been kept. I do not know whether this is cosmetic or if the movement joint has been maintained. I think specialist advice is required as to the likely long term performance of the surface - it is to be hoped that the walls are stable and there is only a small risk of further cracking and movement.

The smaller areas of wall (A block upper walkway, B block north etc.) seem sound. Some have already been painted and repainted where graffitied.

6.4 Secondary elements

Windows and frames were repaired and restrained in 1997/8. I believe there are some further repairs to sills and sliding doors needed. The timber stain and balustrades to B block south seem to have been treated at the same time and look compatible with the windows. The contrast of the dark timber to the rendered walls (as intended) now increases the deteriorated look of the walls. There are some other timber elements - garden screens to C block south that need repair and refurbishing, etc.

The colours of all painted metalwork has faded - particularly the dark red terrace rails and some colours changed from the original.

7.0 Strategy

7.1 General

The form of Alexandra Road is still magnificent despite the state of the surfaces. It will never look as new buildings do. But it could again look wonderful. A realistic strategy is required and it is as necessary to choose what *not* to do as to have priorities for what to do.

It would be good to think that ultimately the basis of long term care would include a regular if infrequent cleaning of the concrete, as anticipated, including consideration of silicone treatment as A5 (see para 6.2 above). A condition of English Heritage is that any surface treatment of concrete - including work associated with graffiti is impermanent to allow eventually the raw concrete to be restored. They are engaged in studies of repair - to botched repairs - experiments and trials to be of general use elsewhere. However, it is unrealistic to think now that work to make Alexandra Road look good could be initiated by either complete concrete cleaning or a multitude of small concrete repairs. A general strategy is required, limiting work to concrete, and within which other major and minor works can be done so that they are compatible, progressive and together contribute to make a consistent appearance. In my opinion, extensive work to concrete would in any case be the wrong priority.

7.2 Rendering

Priority should be given to the rendered surfaces. Alexandra Road will never look good until they are treated. They should now be painted an 'off-white', carefully chosen and matched. This is as originally intended, will affect everything and will do more than anything to lift and brighten the buildings and create an optimistic environment. It is a genuinely renewable surface. It is understood that this work will require a major contract to cover all rendered surface of A, B, and C Blocks, and capital funding.

7.3 Concrete

The concrete will then immediately be in strong contrast and will gain in identity as weathered and stained stone or old brick does in partly painted 18th and 19th Century buildings - a London tradition. Their texture and crudity will acquire a positive quality against the rendered areas.

The contrast between the bright rendering and the grey concrete will also reduce the effect of the smaller flaws, the blotches of repairs and stains, which will become minor disturbances. Unless repair is essential, I think they should all be left until other basic work is done and then re-appraised. I doubt that much more will be needed.

A contrast of primary importance will also be restored - the contrast between the inner articulated profiled concrete world of Rowley Way, and the outer clean bright surfaces of B and C blocks facing each other across the public park.

7.4 Concrete - Residents Painting

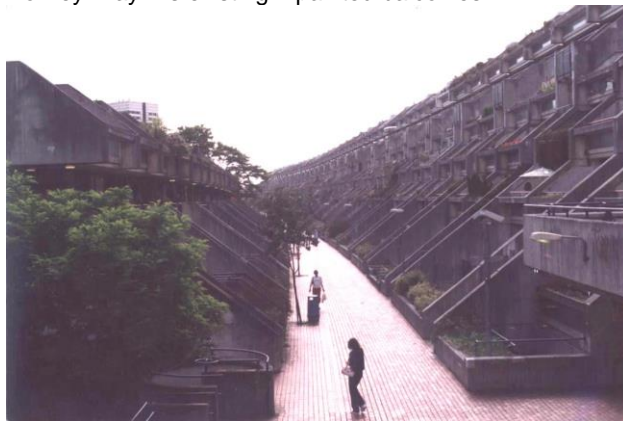
For this to succeed there must be a degree of uniformity and conformity in repetitive areas. Some local walls facing Rowley Way in A and B blocks, and C block south, have been painted (mainly white) by residents. I can see that this has been done to improve their immediate private environment and is likely to be a sensitive issue. However, they stand out in disruptive, jarring and conspicuous contrast, and destroy the form of the entire sweep of the building. They must be treated to return as far as possible to match adjoining concrete surfaces. This work, although local, is of primary importance.

The treatment - painting an appropriate and matching grey to the adjoining concrete would be similar to recommendations for the painting of graffitied surfaces (see below). However, it should be 'once and for all' as opposed to the repetitive requirement for graffiti, and therefore might require a different specification.

It would be good to include this work in the capital funding for the painting of rendering. However, it is small in comparison and should be done as soon as possible, as a first measure to restore a purposeful conformity to the entire building



Rowley Way: As existing – painted balconies



Rowley Way: Proposed – architectural unity re-instated

8.0 Ancillary Work - Staining

8.1 There are some repetitively stained minor areas which have a disproportionate bad effect on the total appearance - for example:

1. The underside of all precast planting bays at terrace fronts (A, B and C blocks) seen from below and forming one of the most conspicuous ranges of surfaces. The stains are due to an omitted drip detail to the drainage holes. The surface must be cleaned, perhaps painted, and a small drip element including a seal inserted.



Existing - Streaking under balconies



Proposed - Streaking removed

2. The narrow face of the profiled precast slab edges below the planting bays - A, B, and C Blocks which are streaked and need cleaning.
3. The face of the in situ planters between entrances, level 6 - B block north. These are very conspicuous and many badly stained with water both from above and from the planter itself, in strong contrast to the relatively clean bright concrete protected by the overhang above.
4. The surface of A Block staircase walls on the dwelling side at level 5,

immediately below the edge of the precast planter where a streak appears between the weathered concrete and the protected concrete below the planter. The streak is quite frequent but irregular, varying from mild to very conspicuous.

9.0 Concrete Cleaning - Trial

- 9.1 A trial cleaning experiment was done on the face of two B Block planters and an A Block staircase wall (items 3 and 4 above) with the help of S.H.H.C. site staff using their existing water spray equipment. It gave me the opportunity to see how effective this cleaning could be.
- 9.2 It was very effective across the entire surface of the B Block planters leaving only a ghost of the stain. All these surfaces should be cleaned and a study should be done to find a simple way of preventing the localised overspill of water which causes the stain. Since cleaning it appears that the ghost of the stain attracts further staining, and an experiment with silicone could be tried. Such an experiment could be useful for determining further work (see below). It was more difficult on the A Block stair wall.
- 9.3 Further experiments and trials would be needed. The stain was quickly removed (leaving the ghost) and the wall panel cleaned. However, the brighter panel then became more conspicuous in contrast to adjoining panels, and against the range of stair walls. We discussed the problem and whether a skill - a knack - of partial cleaning of the dark stain only, and blending off to merge with uncleaned adjoining surface could be learned, easily enough not to create a new problem.



Existing: Staining to planters



Proposed: Staining removed

10.0 Concrete - Graffiti

- 10.1 Graffiti is extensive and probably in most people's eyes does more than anything to spoil the look and quality of the environment. Studies have already been done, largely in attempts to find ways to remove it - or enable it to be removed, with no real success.
- 10.2 For obvious reasons, it is on walls within reach (though the reach of the young is in places amazing), primarily:
1. Prominent and conspicuous walls within easy reach, inviting accumulative and competitive art work, with some risk - for example; screen wall on Abbey Road at the end of A block; end walls to B block.
 2. Special secluded areas inviting more ambitious and accumulative art work - for example - level 2 and level 4 areas at the pedestrian centre.
 3. Tagging and incidental marking - done in passing - which can happen anywhere, but, if anything, is less frequent than it could be. Occasionally it is repetitive to bad effect - for example, on a range of rendered walls A block level 9 walkway.



Existing: Graffiti on recently cleaned concrete.

- 10.3 I have made a rough survey and, although the graffiti is very conspicuous, it is also surprisingly localised. The difficulty is that, although generally recurrent, all walls within reach are vulnerable, so that any remedial proposal should be applicable throughout. Efforts to clean it off are laborious, time consuming and expensive. The stains persist and their shadow invites fresh attack.
- 10.4 The painting must be done so that it conforms and as far as possible, adds to the quality of the buildings. I am assuming that it is done in the context of painted rendered walls - some done immediately to deal with graffiti, and progressively in anticipation of the contract for painting of rendered walls.
- 10.5 Other Works
Graffiti is everywhere and extends throughout the estate, whereas the other work described above is confined to A, B and C block housing to and above walkway levels.

There are some places where graffiti can be left (encouraged?) as the walls to the football pitch, within some playgrounds, and perhaps elsewhere. I am assuming that a more detailed review would be made of all vulnerable walls to determine the colour, the extent and the priority or frequency of painting. The review might be included in the Management Guidelines.

11.0 Concrete - Graffiti and Painting

- 11.1 It is my opinion that the painting out of the graffitied surfaces is the right method - the work of people on site doing this is already tireless and impressive. My suggestions are either in the context of, or in preparation for, the painting of rendering. In any case, it is important that the painting matches as far as possible the adjacent concrete, and intensifies rather than obscures the distinction between concrete and rendering. The two surfaces, even if adjacent, should not be painted the same colour.



Proposed: Concrete painted within coffered.

- 11.2 In my opinion, three shades of grey will be necessary:
1. a darker grey, for use mainly for important walls describing the form of the building.
 2. a mid grey for general use and where it matches similar or adjacent surfaces.
 3. a light grey for protected walls subject to less weathering, and walls within outlined areas such as the coffered which are lighter in any case. It is important to maintain the distinction between surrounds and coffered.
- 11.3 A crucial question is the extent of painting on any uncoffered surface. All surfaces are outlined by chamfers and grooves and have the look of distinct elements. Painting to the edge of the chamfer may look right in some cases, but wrong in many (as it does already). I think that some walls will look better and retain their architectural role if the painting is like a panel, an area within an unpainted edge - either lighter or darker than the surround. It would also have some consistency with coffered walls. An example would be the graffitied walls above the louvres to the south of the Community Centre on the main walkway.



Existing: Graffitied wall near community Centre



Proposed: Painted panels

- 11.4 It would be important to find a technique so that the edge for the first painting could be established, and subsequent painting to cover graffiti attacks could be easily done. An advantage would be that it would localise graffiti and over-painting could be within limits - a possible economy.
- 11.5 The continual painting out of graffiti must be a burden and needs to be as easy as possible. I realise that to suggest that more than one shade is needed is to suggest a complication. It would require a simple, clear and comprehensive visual tabulation acceptable to the people doing the job. It would have to cover every vulnerable surface.

12.0 Housing A Block - Entry to Dwellings

- 12.1 As well as the proposals for improving the general appearance of the building there are measures that can be taken at a more domestic and intimate level. Alexandra Road is a project structured about the route and circulation and the design is continuous via the staircases from street to front door, particularly in A block. The thresholds are important, the place of exit and entry where people pause, and guests and callers wait. Inevitably, the walls of the staircases are rough and weathered and must remain that way. The balustrades and screens should be bright and tangible. At every entry level there is a defined landing/threshold space, delineated on the ceiling by the groove between the soffit and the staircase flights. On the flank walls there is a shuttering board line in the same position. In time, and after the major works of surface treatment are done and the exterior looks good, it would help to complete the sequence and improve the feeling of arrival at the 'home' and front door, if the landing area could

be cleaned;

1. The flank walls from the front door to the sharp line of the shuttering.
2. The rear wall between the doors.

13.0 Other Works - General

13.1 All the works described above are conspicuous and in public view and would have immediate effect on the quality of the environment. There are other areas, less conspicuous, which also need treatment and should be included in the list of priorities.

13.2 A Block North Wall

This wall can be seen both from the main service road and from Abbey Road. The textured rendered walls between the columns should be painted to match the original grey. I recall conversations before completion considering maintenance when it was hoped that Alexandra Road and its overhanging North Wall would spur the obtaining of a 'cherry picker' by the Council which could be of use elsewhere and which was wanted.

13.3 A/B Blocks Service Areas - General - Levels 1, 2

These areas have deteriorated badly and in some places are menacing and squalid. It is understandable that lower service areas get less (or look as if they get less) of the limited available care. However (as with the painting of rendering) the cleaning and decorating of these places could civilise and lift the quality of the environment for everyone and help to bring back into full use neglected facilities.



Existing: Poor quality service areas.



Proposed: Graffiti painted out.

13.4 A Block North - Garage and Parking Areas

The surfaces are generally badly stained and disfigured. The rear concrete walls should be painted grey, and all the soffits off-white. Access panels to the bottom of column ducts should be replaced to conform to the original alignment and colour.

13.5 A/B Blocks - Garage Road and Garages

Repainting has started on garage doors. The entire soffit of the garage road area including the coffered square below the stairs should be painted off-white. Concrete column at service areas, and the stair areas to the walkway should be water spray cleaned, and the service rooms redecorated.

13.6 C Blocks - Garages and Service Rooms Level 3

These areas need to be cleaned and decorated including painting of soffits, together with similar area of A & B Blocks.

13.7 Omissions

This review has only looked at the main housing areas. A difficulty of a scheme of this sort is its continuity - that elements associated with housing are continuous with public spaces and other important elements such as the pedestrian and vehicle centres and their walls, stairs, ramps etc. There are also other embedded buildings. This report has not covered the following:

Pedestrian Centre

Main ramps and stairs, bridge etc.

Lower garden

Chimneys

Vehicle Centre

A block ancillary accommodation

Children's Reception House entry

Youth Club

Main Entry Road

Community Centre and associated spaces

Open Space

Playgrounds and walls

Bridges and walls to C Block and the Ainsworth Estate

Retaining walls to vehicle and pedestrian areas

Play Courts and its playground

Each of these areas needs its own review.

14.0 **General Approach to Other Work**

14.1 The graffiti review recommended above (para 10.5) should be comprehensive. Together with it, I would suggest a review of all accessible surfaces to formulate a procedure to determine other work:

1. walls and surfaces to be left temporarily or permanently
2. walls to be water spray cleaned
3. walls, cleaned, to be treated with silicone

4. walls apart from those graffitied which may need to be printed for visual consistency
5. areas requiring regular cleaning

14.2 Method of Work - General

If the maintaining of the appearance (and the fabric) of Alexandra Road is accepted as important a general strategy must be adopted and distinction drawn between contract work and site work, and the site establishment increased to do its part properly.

Apart from contract work described above and other specific and specialist jobs (metal work, timber windows etc, chimneys, lift shafts etc.) I believe most of the other work described above could be done on site and with relatively most equipment (cherry picker apart). It would certainly be the most economical way.

If graffiti is going to be seriously addressed as described and intended, more staff will be needed in any case. I would recommend a work study and review to include both graffiti and resources for the cleaning described in 14.1 above, and an increase of the site establishment and resources to do this work. I would be both an economy in the end, and have an effect on the community as a whole.

15.0 **In Conclusion:**

- 15.1 The report aims to identify a practicable strategy that will tackle the resident's requirements to remove/obscure graffiti as it appears and at the same time provide a route to restoring the architectural merit of the composition which earned it Grade II* listed status, by removing/obscuring visually distracting features.
- 15.2 There are discreet packages of work that could be carried out in a phased manner as funding becomes available, and by different agencies within Camden.

Packages of work could be tackled individually or combined into larger contracts as appropriate.

- Paint walls/surfaces vulnerable to graffiti attack following colour strategy set for each individual surface. Also adding chases to create panel effect where designated.
- Survey and check soundness of render. Repair as necessary then paint all rendered surfaces.
- Clean designated surfaces identified from this strategy.
- Strip and repaint balcony walls where these have been previously painted by tenants.
- Clean and paint soffit of planters at front edge of balconies having first undertaken remedial work to form proper drip detail from drainage holes.
- Repaint handrails and balustrades to original colour scheme. Also service area metal windows and doors.
- Refurbish garden screens to C Block.
- Concrete repairs (visual).

15.3 Other funding issues highlighted by this report are:

- review of establishment size for SHHC staff to see if additional maintenance staff are needed
- purchase of specialist access equipment (cherry picker) for use on this and other estates
- development of Management Guidelines

15.4 The above proposals can be costed and included in the Global Costings for the Estate being prepared by the Design Team to inform future funding requirements, allowing these to be prioritised in the context of other works required in the Estate.

15.5 Finally, the recommendations of the report, if accepted, should be formalised into the Management Guidelines providing a clear directive to those who have responsibility for future maintenance of the Estate, and in this regard you will see that current SHHC have been closely involved with the development of these proposals. This will ensure a good quality environment for residents and visitors to the Estate for many years to come.